

MITA Governance Charter

1. MITA Governance

DRAFT CHARTER

Medicaid Information Technology Architecture (MITA) Governance

1. Official Title

Medicaid Information Technology Architecture (MITA) Governance

2. Vision

MITA is an initiative of the Centers for Medicare & Medicaid Services (CMS) that aims to standardize the states' Medicaid information technology (IT) operations. It is comprised of a Business Architecture (BA) covering a full set of Medicaid enterprise business processes, Information Architecture (IA), and a Technical Architecture (TA). MITA-related tools include a MITA Maturity Model and a Self-Assessment Guide and Roadmap.

The MITA initiative encourages states to evolve their Medicaid enterprise into such areas as health information technology adoption and human services integration. For this evolution, MITA needs not only a governance structure and body but also participation and contributions from stakeholders such as federal partners, state partners, state marketplaces, nonprofits, associations, and vendors.

In June 2016, the Office of General Council and CMCS concur with the plan to proceed with a non-FACA charter for a MITA Governance Board. The plan keeps MITA governance as an operationally focused governance board with domain expert stakeholders to identify MITA enhancement opportunities.

3. Purpose

This draft Charter establishes MITA Governance as the primary collaborative body for identifying MITA enhancements and making operational recommendations to align with MITA strategic goals and objectives. This Charter defines the authority, objectives, membership and structure, roles and responsibilities, and administrative matters that pertain to the MITA Governance. As one of their initial activities, board members will develop a final charter and operating procedures.

4. Authority

The MITA Governance Charter describes CMS Center for Medicaid and Children's Health Insurance Program (CHIP) Services (CMCS) Data and Systems Group (DSG) management, MITA Governance Board and working groups. CMCS management supports and authorizes the establishment of the MITA Governance Board. Board members will have the ability to update the Charter and establish the operating structure to ensure that enhancement opportunities and

operational recommendations affecting the MITA framework are properly escalated to the CMCS management team. Working groups will have the ability to submit MITA enhancement projects to CMCS management upon completion.

5. Objective and Scope of Activities

The objectives of MITA Governance are to:

- Identify MITA enhancements opportunities and align them with MITA strategic goals and objectives
- Direct the growth and evolution of the MITA framework
- Ensure that the MITA baseline guides the implementation, improvements, and certification of Medicaid Enterprise Systems (MES) projects
- Ensure that the MITA framework adheres to Medicaid regulations, policies, procedures, guidance, and technical standards
- Ensure that proposed MITA enhancement opportunities are duly vetted, accepted, and implemented

The scope of MITA Governance encompasses activities intended to:

- Prioritize, raise awareness of, and address MITA framework opportunities
- Provide technical approaches to align with MITA architectures, identify improvements, and make individual operational recommendations
- Review and propose MITA glossaries and vocabularies
- Review and provide guidance to stakeholders for using the MITA architectures, guidance, technical standards, etc.
- Coordinate MITA with other Medicaid and health IT initiatives and processes
- Identify evolving health IT standards relevant to Medicaid IT systems
- Advance MITA guidance to reflect current federal regulations
- Advance MITA to reflect evolving technology in health IT

MITA Governance will not develop or issue policies, define policy meanings, or develop standards for the MITA framework.

6. Membership and Structure

The MITA Governance is organized into three tiers to support enhancements of the MITA architectural framework. This governance structure will consist of:

6.1 CMCS Management

CMCS management, the governing body of MITA Governance, will provide executive-level oversight and strategic guidance for the MITA Governance Board. CMCS management will document decisions, priorities, acceptance, implementation, assignments, and resolution of directed actions.

MITA Governance will be comprised of designated CMCS Division of State Systems (DSS) and DSG personnel. This group will be authorized to make decisions on MITA enhancement projects and related topics escalated to the attention of the MITA Governance Board.

6.2 MITA Governance Board

The MITA Governance Board will consist of up to 12 individual members and two alternates. All members the MITA Governance Board will serve on a voluntary basis, without compensation, pursuant to advance written agreement. Members of the board expected to have expertise related to either Medicaid, Medicaid IT, Medicaid claims processing, and Medicaid provider operations and individuals with expertise in software-intensive systems requirements elucidation, design, architecture, development, integration, implementation, testing, operations, and maintenance experience; or experience in at least one of the functional areas of Policy, Health Care, Innovative Technology, Payments, State IT Architecture, and Insurance; and be able to enlist support from their respective organization, as needed. Stakeholders may nominate members, who will be appointed by the CMCS DSG Director or the CMCS DSG Director's designee. These board members will be a representation of the stakeholders' community.

MITA Governance Board members will be selected through a competitive and transparent process involving a nomination application form in response to a call for members issued by the CMCS management team. The appointments will be voluntary and finalized when the Director of the DSS (see MITA Governance Plan, Appendix D) approves the selected candidates offered by the CMCS management team.

Nominees are expected to participate fully in the role of their nominated position rather than sending a representative. If they are unable to participate, then their organization will not be fully represented as a governing body. Members of the board may be asked to serve for two years and to volunteer four to eight hours per month on Governance Board activities and meetings. If any board members do not perform their required duties, they may be asked to terminate their role as a board member, and a replacement, who may be a current alternate, will be selected for the vacant position. They may also conduct reach-back and offline discussions in their perspective areas, as needed.

Geographic representation will be considered, as well as an appropriate representation of different healthcare stakeholders (providers, payers, CMS, policymakers, and industry). Eligible candidates will be highly qualified individuals who possess established competence, relevant expertise, and extensive professional experience in the field of Medicaid healthcare.

Definition, charge, membership, and oversight will be the responsibility of the board. A selected member will chair the MITA Governance Board meetings. The Chair will provide direction to the board and carry out the roles and responsibilities outlined in Section 7. He or she will facilitate communication among board members and working group participants.

The board Secretary will be a dedicated resource (probably from CMS) who provides support to the board and makes sure its business is conducted according to Section 7 below.

MITA Governance Board members will identify improvement opportunities and make sound and timely individual operational recommendations to facilitate CMCS decision making, acceptance, and implementation. These members will select working groups to review or complete specific priorities. Alternates may support the board members anytime, as needed.

6.3 Working Groups

Working groups will play a critical role in the delivery of MITA enhancement projects. They are multidisciplinary groups of people who volunteer to be collectively responsible for delivering

defined products or services in support of the MITA framework. They will deliver project outcomes based on CMCS priorities. Priority projects may be organized into working groups according to their architectural type, size, span, scope, prospects, costs, or focus areas.

MITA working groups will have a defined start and end date to deliver agreed upon projects. Continuance beyond the defined end date will require CMCS management approval. The resources for these groups will be decided after CMCS management provides direction and prioritization for specific project areas.

7. Roles and Responsibilities

The roles and responsibilities of MITA Governance are outlined in Table 1 below:

Table 1. Roles and Responsibilities

Roles	Authority	Responsibilities
CMCS Management	Authority for all MITA enhancements	<ul style="list-style-type: none"> ▪ Makes decisions based on operational recommendations from the MITA Governance Board ▪ Reviews and defines MITA goals and priorities ▪ Invites and selects MITA Governance Board members and assigns roles ▪ Provides guidance related to BA, IA, and TA within the MITA framework ▪ Releases future versions of MITA guidance ▪ Meets as needed
Governance Board <ul style="list-style-type: none"> ▪ Chair/Facilitator ▪ Secretary ▪ Members ▪ Alternates ▪ Working Group Lead - as needed 	Recommends individual operational MITA enhancement opportunities	<ul style="list-style-type: none"> ▪ Leads the board and manages the proceedings of the board ▪ Facilitates discussions among members ▪ Identifies improvements and makes individual operational recommendations to CMCS management on MITA enhancements ▪ Establishes operating procedures ▪ Coordinates work across working groups consistent with CMCS management priorities ▪ Identifies potential leaders for working groups ▪ Balances BA, IA, and TA considerations ▪ Monitors performance to improve progress and gain consensus on operational recommendations from working groups ▪ Schedules recurring monthly meetings ▪ Prepares for and participates in meetings ▪ Documents board meetings, proceedings, and activities

		<ul style="list-style-type: none"> ▪ Formally accepts the results of working groups for inclusion into official MITA guidance ▪ Provides advanced materials and communications and documents proceedings
Working Groups – as needed	Submits MITA enhancement projects	<ul style="list-style-type: none"> ▪ Executes specific requests put forward by the MITA Governance Board ▪ Reports progress on project activities ▪ Meets as required for the duration of the assigned project ▪ Delivers the final results of work to the MITA Governance Board

8. Termination

The Governance Board will expire two years from the date the board was convened, unless it is renewed by appropriate action prior to the expiration date. Board members will serve a term of up to two years, contingent upon renewal of the board by appropriate action prior to its termination date. CMCS management can extend terms. In the event that board members depart from their role before the end of their term of service, an alternate will be installed in their place. The same process used to select a board member will be used to select an alternate.

Membership on the board will be restricted to two terms. However, they may continue to nominate potential candidates to serve on the MITA Governance Board. Any board member interested in serving more than one term must complete the application process as specified in the MITA Governance Selection Process (see MITA Governance Plan, Appendix D).

9. Operating Procedures

Operating procedures for the MITA Governance Board, working group information, communications, and other board-related processes will be documented in an overarching MITA Governance Plan. The MITA Governance Board will follow these procedures as outlined in the MITA Governance Plan or in Appendix A below. The board members will contribute to the refinement of procedures and processes, as needed.

10. Meetings

The MITA Governance Board will meet monthly, or as frequently as needed, at a place and time set by the Chair, to fulfill the obligations outlined in the Charter. Meetings will be announced with adequate time for arrangements and preparation. Background materials, the agenda, and notes will be circulated. A minimum number of members required to conduct board meetings (quorum) will be determined prior to each meeting.

11. Consensus

Board-identified MITA framework improvement opportunities will be premised on developing consensus through discussion and consideration of multiple options wherever possible. The CMCS management team will make final decisions on the improvement opportunities and operational recommendations the board generates.

12. Reports

The board members will report on the backlog of risks, issues, enhancement opportunities, projects, recommendations, decisions, assignments, and resolution of directed actions, as well as on the status of working group activities and projects at each MITA Governance Board meeting. At the end of each board meeting, the Chair will decide if the materials from the meeting need to be submitted to CMCS for review or approval.

13. Duration

The MITA Governance Board activities will continue, as needed, as long as Medicaid Enterprise Systems (MESs) are evolving and as long as MITA is the guiding framework for MES evolution. The duration of MITA governance activities will influence the need for an updated charter and continuance of the MITA Governance Board.

14. Record Keeping

The board will create adequate and proper documentation of the work of the board and working groups, as determined by the Chair. Records will include, but not be limited to, membership rosters, agendas, meeting minutes, projects, reports, operational recommendations, decisions, and working papers created and used in the course of the work of the board and working groups. The board will carry out the disposition of the governance records in accordance with the CMS records retention policy.

15. Charter Management and Approval

The MITA Governance Board is responsible for maintaining and updating this Charter as necessary.

The MITA Charter is approved by the CMCS DSG Director.

Approved by: _____ **Date:** _____

Appendix A. Operating Procedures

In carrying out the activities outlined above, the MITA Governance Board will meet on a monthly basis to consider, advise, prepare, and offer information on issues related to the MITA BA, IA, and TA framework; MITA processes; and MITA planning guidelines according to the roles and responsibilities shown in the Charter (see Charter).

1.1 Regulations, Policy, Processes, Procedures, and Guidance

A draft list of applicable regulations, policies, processes, procedures, and guidance appears in MITA Governance Plan, Appendix E. Effective operation of governance and working groups requires adherence to policy and procedures. Within this context, consistent operation of MITA Governance and working groups will ensure that business needs are addressed and outputs are consistent.

The MITA Governance Board will refer to a list of business rules extracted from regulations, policies, processes, procedures, standards, and guidance to ensure that the MITA framework is complete and accurate (see MITA Governance Plan, Appendix E). The working groups will map the MITA framework activities to these rules so that identified enhancement opportunities reported to the MITA Governance Board and CMCS management are evidence-based. As new or updated rules are adopted, the MITA Governance Board will track these changes to aid in the evolution of the MITA framework.

1.2 MITA Governance Board Operating Principles

The MITA Governance Board will operate on the following principles:

- Respect different points of view when discussing enhancement opportunities.
- Provide impartial, non-biased recommendations based on consensus from the MITA Governance Board.
- Make operations recommendations using evidence-based data.
- Gain consensus after every member present has had a chance to comment.
- Honor the decisions made by CMCS and advocate for their implementation across interest groups.
- Share information freely with other Board members.

1.2.1 Operating Procedures Flow Diagram

MITA Governance operating procedures will be developed before transitioning into operations. Figure 1 shows an operating flow diagram that highlights the critical procedures of MITA Governance. The board may need to develop further detail on implementation of the procedures and the communications required to do so.

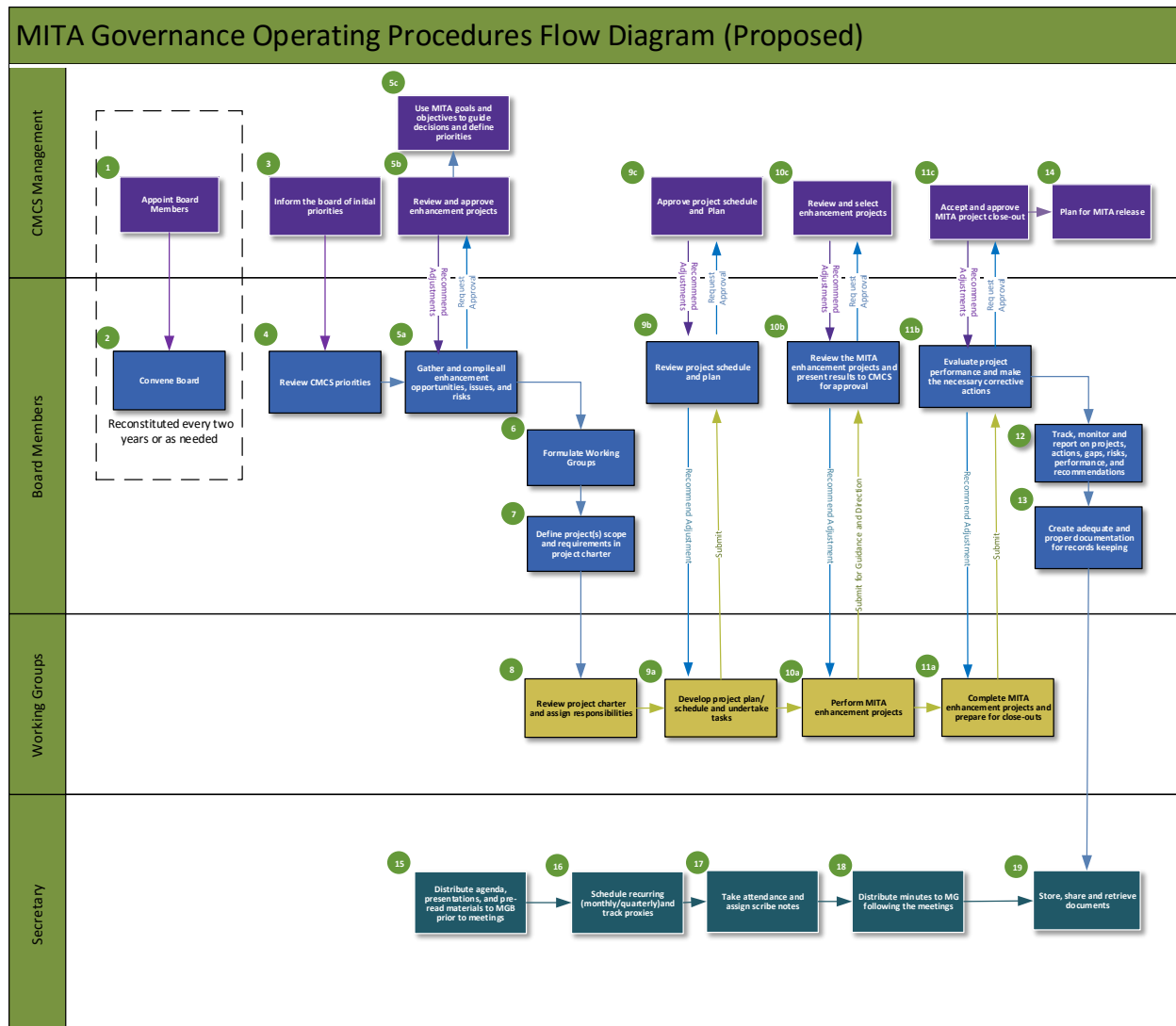


Figure 1. Operating Procedures

1.2.2 Operating Procedures

Each level of the governance framework shown in Figure 1 includes the operating procedures outlined below. The diagram in Figure 1, together with the process steps below, detail the operating procedures for the MITA Governance bodies:

- **CMCS Management**
 - Appoints board members (reconstituted every two years)
 - Informs the board of decision and priorities
 - Review and approves projects and recommendations
 - Directs action, assigns resources, and defines priorities
- **Chair/Facilitator**
 - Leads the board
 - Manages the proceedings of the board

- Facilitates discussions among members
- Sets the agenda of the board
- Builds strong communications with stakeholders and other entities
- Board Members
 - Convenes the board (reconstituted every two years)
 - Identifies improvement opportunities, risks, issues, and recommended actions
 - Defines the project(s) scope and requirements in the project Charter
 - Formulates working groups
 - Reviews the project plan and undertake tasks
 - Tracks, monitors, and reports on project activities, gaps, risks, and performance to project closure
 - Creates adequate and proper documentation for record keeping and information sharing
- Secretary
 - Coordinates meetings, communications, reports, and other interactions with and among the board and the working groups. (Meetings are held on a monthly/quarterly basis. Working groups meet on a frequency to be determined by the members, as appropriate for the specific project or service being executed.)
 - Distributes agenda, presentations, or pre-read materials within 24 hours of board meetings
 - Assigns a meeting scribe and prepares supplemental materials for managing board meetings
 - Schedules board meetings and determines the minimum number of board participants needed to form a quorum
 - Takes attendance and notes during every board meeting
 - Distributes minutes
 - Maintains and manages board distribution lists and other records
 - Receives, reviews, records, and tracks all action and agenda items submitted to the board for consideration
 - Stores, shares, and retrieve documents
- Working Groups
 - Reviews the project Charter and assign responsibilities
 - Develops project plans and schedules
 - Performs MITA enhancement projects
 - Reviews and monitors project activities
 - Completes MITA enhancement projects